

U.S. Department of Energy

Corporate  
Education, Training, and  
Development

Business Plan

*(8/3/99 Draft)*





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The Secretary of Energy  
Washington, DC 20585

March 4, 1999

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM: BILL RICHARDSON *Bill Richardson*  
SUBJECT: EFFECTIVELY MANAGING TRAINING RESOURCES

Building a talented, diverse, and versatile workforce that is prepared to meet the challenges of the 21st Century will require the Department of Energy (DOE) to more effectively utilize its scarce training and development resources. Proper use of these resources will result in Federal and contractor employees who are highly skilled and capable of carrying out our critical missions in a safe and reliable manner consistent with recognized standards of excellence.

DOE invests its training resources to maintain and improve Federal and contractor workforce competencies. In response to criticism from the General Accounting Office and the Congress regarding spending levels, the Department reduced expenditures for training and development in its Federal and contractor workforces by nearly one-third from Fiscal Year 1995 to Fiscal Year 1997. These reduced spending levels are reflected in DOE's current budget.

Our challenge now is to make the best use of our limited resources. We must make significant improvements in how we plan and conduct training programs to ensure that these programs are closely aligned with mission priorities and administered efficiently. Improved development of current employees, coupled with selected hiring of highly skilled individuals, will enhance workforce readiness and achieve safety, environmental, national security, and scientific goals for the years ahead.

To ensure these results, I direct you to take the following actions:

Prepare training plans, as required by DOE Order 360.1 TRAINING, that align with your mission priorities and are based on a rigorous assessment of workforce needs. These plans should establish priorities for the funding of training programs and be included in your organization's budget planning and execution activities.

- Prepare individual development plans (IDPs) for your employees to promote professional growth and development consistent with organizational training needs and priorities.
- Eliminate funding of unnecessary training that is not required by law or DOE directives, does not address a mission-related objective, or does not contribute to maintaining a highly skilled, versatile and diverse workforce.



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- Amend DOE contracts to include challenging, performance-based requirements and evaluation criteria for contractor training.

In carrying out these requirements, I expect you to work closely with your managers, employees, and unions to assess training needs and set priorities that are aligned with your organization's strategic mission objectives and employee development goals.

I am directing the Office of Management and Administration to review and clarify Departmental training management policies, including the requirement for DOE Elements to prepare annual training plans and employee IDPs based on systematic needs assessments. In regard to DOE contractors, this review shall include policies to establish specific management and results-based performance objectives for contractor training programs.

Further, I am chartering a DOE-wide Training and Development Management Council composed of senior DOE program and field office officials. The Director of the Office of Management and Administration will convene, name members to and act as chair of the Council. The Chief Information Officer and Chief Financial Officer will be members of the Council and support its activities respectively through increased emphasis on technology supported learning and analysis of budget impacts and potential cost-savings arising from new training initiatives. Contractor training initiatives will also come under the purview of the Council and arrangements will be made to interface with appropriate representatives of the contractor community.

Working with the entire DOE community, the Council will complete the development of the DOE-wide Education, Training and Development Business Plan. The Plan will guide the effective use of resources, establish more uniform and cost-effective ways of developing and conducting training programs, foster training "Centers of Excellence" to eliminate duplicative training courses and improve instructional quality, and help galvanize our efforts in support of the President's Executive Order on using technology to improve the training of Federal employees. The Council will provide me with periodic progress reports on and recommendations for improvements in the management and administration of DOE training programs.

I am asking for your full support of the Training and Development Management Council and in making training and employee development a major focus in preparing our Departmental workforce for the 21<sup>st</sup> century.

# Foreword

The Department of Energy (DOE) is facing a number of serious workforce issues as a result of downsizing, retirements, and hiring moratoriums. The aging of the workforce and the impending loss of critical skills are crucial factors in the need to establish workforce plans that:

- address mission needs
- enhance succession planning
- promote technical competence and versatility, and
- ensure maximum diversity in recruitment, retention, and career advancement.

The Department and its contractors are faced with challenges to improve business systems performance. This operating environment demands that management focus on continual education, training, and development of the workforce.

Since 1995, the Department has experienced major reductions in the overall operating budgets for education, training, and development activities. The Department must support levels of training and development activities required to assure that the Department has a technically competent and diverse workforce. Doing this in a resources-constrained environment necessitates a corporate or centralized approach

rather than a decentralized approach to training. To this end, we have developed a business plan which we call the Corporate Education, Training, and Development Business Plan (the Plan).

The driver behind DOE's corporate approach to training is the need to coordinate training program management and to centralize the development of Federal and contractor training programs that have cross-cutting applicability. To do this well, it is imperative that the DOE training community work together as a team. This Corporate Education, Training, and Development Business Plan is the vehicle for galvanizing the Department of Energy training community's efforts to improve the quality, accessibility, and cost-effectiveness of critical training programs and activities.

Major strategies and steps for implementing key corporate training initiatives, as defined by the Secretary of Energy and the Training and Development Management Council (The Management Council), are contained within this Plan. The Plan aligns with the DOE's Strategic Plan, the Secretary's Workforce 21 Initiative, Executive Order 13111 "Using Technology to Improve Training

Opportunities for Federal Employees,” and incorporates Government Performance Results Act-related performance measures. This Plan is a roadmap and a critical tool in assisting the Department with rebuilding a talented and diverse workforce.

The Secretary of Energy and the Management Council believe that the corporate approach to training is the right direction for the Department of Energy to be taking.

However, true success will be achieved by transitioning to a new way of doing business, whereby Departmental organizations conduct careful assessments of training needs, prepare detailed organizational and individual plans to address these needs, and assess the effectiveness of such Plans on workforce performance making adjustments as necessary to address budget and workload priorities.

The new way of doing business will also feature joint Federal and Contractor efforts, pooling of resources and other corporate initiatives to address the critical education, training, and development needs of the Department’s workforce now and in the future.

In summary, the Plan is the Department’s training and development

roadmap to the 21<sup>st</sup> Century. The Plan outlines the objectives and actions needed to improve and maintain the competence of a talented, diverse workforce over the next several years in an integrated, cost-effective and quality manner. The following elements will assure that the Plan is successful:

- Endorsement by the Secretary of Energy
  - Commitment from each member of the Management Council to implement provisions of the Plan
  - Support of all Program Secretarial Officers, Field Site Managers, Line Managers and Supervisors, and Contractor organizations to ensure that needs assessments, Individual Development Plans (IDPs) and training plans are part of the organization’s training and development planning process
  - Development of funding mechanisms and processes that provide resources necessary to carry out the Plan.
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# Introduction

Forty years ago the Government Employees Training Act (GETA) was passed into law. GETA created the framework for agencies to plan, develop, establish, implement, evaluate, and fund education, training and development programs designed to improve the quality and performance of the Federal workforce. Since 1977, the Department of Energy has provided training, education, and professional development services to thousands of employees and contractors. Much of this work has been accomplished independently by each DOE Departmental element. As DOE's mission changes, the way the Department approaches training, education, and professional development needs to change. This Business Plan provides a roadmap to achieve these changes.

## **DEPARTMENT OF ENERGY'S CORPORATE APPROACH TO TRAINING**

The Department of Energy needs to move from a decentralized approach to education, training, and development activities to a corporate approach. The challenge is to develop an effective alliance of training organizations, Federal and Contractor, across the Department to provide for central

management while maintaining decentralized operations. The complexity, diversity, and decentralization of training activities has led to significant duplication of effort and loss of efficiency. It has also led to difficulties in analyzing and reporting consolidated information to accurately reflect the kinds, quantity, and quality of training across the complex. Increasingly, the Department is being asked to respond to requests from Congress, the General Accounting Office, and other sources for specific training information on both Federal and contractor employees. In addition, needs exist to conduct cross-cutting analyses of training program effectiveness and cost-efficiency. In an effort to address these situations, the corporate approach calls for training managers and organizations across the complex to join together to improve training policy and practices, while maintaining their focus on the day-to-day operations of various training activities.

Historically, the Department's work has been accomplished through decentralized Federal and contractor organizations that reflect DOE's geographic and functional diversity. Consequently, training organizations currently reflect that decentralization.

As a result, the Department has been making a substantial investment of both time and money to provide and maintain the specialized and technical skills necessary for its personnel to safely and effectively do their jobs.

Under this Plan, the Department has undertaken a number of initiatives to define the methods, processes, and procedures to conduct training across the complex in an integrated manner that utilizes corporate training products and services. The champions for undertaking these actions are the Training and Development Management Council and the Training Development Coordinating Group.

The Department of Energy continues to face reduced funding for training as well as Congressional pressure for increased accountability of its training activities. The General Accounting Office (GAO) has conducted a series of audits that have examined training costs, progress on training improvement initiatives, and contractor training programs. Other drivers impacting how the Agency conducts training activities are:

- The Government Performance and Results Act (GPRA).
- The DOE Strategic Plan.

- The Secretary's Performance Agreement with the President.
- Executive Order 13111, "Using Technology to Improve Training Opportunities for Federal Employees."

This Corporate Education, Training, and Development Business Plan will aid the Department in rebuilding a talented and diverse workforce, improving and maintaining workforce competence, and meeting its corporate training needs in a cost-effective and quality manner. The Plan outlines how DOE, using a corporate approach, will face the education, training, and development challenges in the year 2000 and beyond.

The Plan identifies the specific goals and objectives for the coming years, describes expected products and services for improving DOE training programs, outlines a communications strategy for enhancing education, training, and development activities, and summarizes the budget and financial management issues and funding strategies that must be addressed in order to realize the benefits of approaching education, training, and development issues in a corporate manner.

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## Business Description

In his memorandum of March 4, 1999, Secretary Richardson stated “Building a talented, diverse, and versatile workforce that is prepared to meet the challenges of the 21st Century will require the Department of Energy (DOE) to more effectively utilize its scarce training and development resources. Proper use of these resources will result in Federal and contractor employees who are highly skilled and capable of carrying out our critical missions in a safe and reliable manner consistent with recognized standards of excellence.” The corporate approach to training is designed to build a training and development structure that will meet these challenges and fulfill the training mission of the Department.

### **TRAINING AND DEVELOPMENT MANAGEMENT COUNCIL**

The Secretary of Energy chartered The Training and Development Management Council to oversee corporate policy, priorities, and direction for the Department’s training community. The Management Council is comprised of senior departmental managers and is chaired by the Director of Management and Administration (MA-1). The equivalent of a corporate

Board of Directors, the Management Council acts on behalf of the Secretary of Energy, taking direction from and reporting to the Deputy Secretary and the Secretary through the Management Council Chairperson. The Director of Training and Human Resources Development serves as the Executive Secretary of the Management Council which meets four times a year.

The Management Council has developed a Corporate Education, Training, and Development Mission, Vision and Goal for the corporate approach to training. (See Figure 1). The Council, using the Department’s performance measurement model, developed eight performance objectives (see Figure 2).

A series of performance measures and expectations have been set to meet the performance objectives. The measures and expectations are specified in the Products and Services section.

The Training and Development Management Council, DOE’s program secretarial officers, field office managers, and the Office of Training and Human Resources Development will be responsible and held accountable for implementation of the Plan.

**Corporate Education, Training, and Development Mission, Vision and Performance Goal**

***Mission***

To provide effective and quality education, training and development programs that enable all Federal and contractor personnel to safely and effectively perform those functions required to achieve DOE's leadership mission in the areas of science and technology, national security, environmental quality and energy, and management and administration.

***Vision***

The DOE corporate training function will be recognized as best-in-class among the Federal training programs for developing high-quality employee performance.

***Corporate Performance Goal***

To improve and maintain workforce job performance and competence in a talented, diverse workforce through an integrated, cost-effective and quality manner.

Figure 1

**TRAINING AND  
DEVELOPMENT  
COORDINATING GROUP**

The Training and Development Coordinating Group (The Coordinating Group) is the staff organization reporting to the Management Council. It coordinates education, training, and development activities conducted by Headquarters, field, and contractor organizations across the Department. Membership is drawn from the DOE Federal training and development community. The Chairman of the Coordinating Group is the Director of Training and Human Resources Development. The Coordinating

Group provides recommendations to the Management Council for corporate direction and decisions. Its purpose is to foster, maintain, and utilize partnering relationships among Headquarters, field, and contractor organizations to achieve corporate education, training and development goals and objectives. The Coordinating Group participates in monthly teleconferences to discuss relevant issues. Face-to-face meetings are held whenever needed to discuss, resolve, and take action on important issues.

**Corporate Education, Training, and Development  
Performance Objectives**

Performance Objective 1	Improve and Maintain Workforce Competence.
Performance Objective 2	Provide Education, Training, and Career Development Services in a Cost-effective Manner.
Performance Objective 3	Establish a Corporate Training Management System.
Performance Objective 4	Partner with other Federal Agencies, DOE Contractors, State and Local Governments, Academia, and Non-Profit Organizations to Share Resources and Provide Cross-Cutting Training in a Cost-Effective Manner.
Performance Objective 5	Optimize the Use of Technology-Supported Learning.
Performance Objective 6	Adopt and Apply Relevant and Established Corporate Training Standards, Criteria, and Metrics for Consistent Development, Delivery, and Evaluation of Training.
Performance Objective 7	Implement and Evaluate the Corporate Education, Training, and Development Program.
Performance Objective 8	Implement Steps to Improve Contractor Employee Training Performance.

Figure 2

## **ROLES AND RESPONSIBILITIES**

*Department of Energy Program Secretarial Officers and Field Office Managers* will invest in the Department's corporate approach to training by assuring the education, training, and development of their organization and its workforce. This will be systematically accomplished through needs assessments, skill needs identification, and the development of a training plan that will foster the intellectual capital of their organization. Program Secretarial Officers and Field Office Managers will also support those education, training, and development activities that are cross-cutting in nature and that support achieving the goals and missions of the Department of Energy.

*The Management Council*, comprised of Program Secretarial Officers and Field Managers, determines the direction of the DOE Corporate Education, Training, and Career Development Program and approves the performance objectives, measures, and expectations outlined in the Plan.

The Management Council determines the methods to commit resources of both funding and staff for

the completion of the performance actions outlined within the Plan.

*Each member of the Management Council* is jointly responsible for implementation of the Plan. Management Council members will determine the methods to secure and commit the necessary resources to ensure that the performance expectations are met. The Council and its members will interact with other organizations and employee groups to discuss complex-wide training issues. Such groups include the Federal Technical Capability Panel, the Research and Development Technical Capability Panel, and the Field Management Council.

*The Executive Committee of the Management Council* represents the Council at large. The Executive Committee is the governing body of the Council that will work actively and aggressively to address training and development issues that face the Department. Membership on the Executive Committee will be rotated on a periodic basis.

*Advisors to the Management Council* represent key Corporate Management areas i.e., the Office of Human Resources Management, the Office of Performance Excellence, and

the Office of Procurement and Assistance Management. Advisors review policy and program issues under consideration by the Management Council and provide advice and guidance on potential impacts within their areas of responsibility.

***The Executive Secretary*** of the Management Council coordinates and oversees the completion of the Performance Actions. The Executive Secretary provides recommendations to the Management Council regarding Coordinating Group membership appointments. The Coordinating Group members serves as Performance Task Managers to assure completion of individual Performance Action sheets. The Performance Action sheets identify actions to be taken toward meeting the annual performance objectives. The Executive Secretary reviews the progress of the Plan implementation on a monthly basis and reports on its progress to the Management Council on a quarterly basis. Specific training issues and options are researched and developed by the Executive Secretary and are presented to the Management Council for action. Examples of issues include: Training Centers of Excellence resource needs, and Department-wide training cost data. The Executive Secretary coordinates

liaison activities with other Councils, Committees, or Groups on an as-needed basis.

Staff members from the Executive Secretary's office serve as liaisons to each Performance Task Manager to facilitate task completion.

Administrative support to the Corporate Education, Training, and Development Business Plan is provided through the Office of Management and Administration under the direction of the Executive Secretary.

***Coordinating Group members*** serve as Performance Task Managers or as members of teams formed to complete tasks.

***Performance Task Managers*** review the Performance Action sheets; develop task implementation plans that include milestone charts with dates and descriptions of subtasks; and identify the resources needed to complete the tasks. The Performance Task Managers coordinate activities during the life of the tasks by assigning subtasks to team members. The Performance Task Managers address cost savings/cost avoidance and report on the progress of the tasks to the Management Council's Executive Secretary.

***Performance Action Team***

***Members*** may be other DOE Federal or contractor employees who can provide expertise in a particular area. Team members complete subtasks outlined on the Performance Action Sheets as directed by the Performance Task Managers.

***Contractors*** take necessary steps to ensure that the contractor community is pursuing performance objectives similar to those in the Plan and consistent with the requirements of DOE Order 350.1 “Contractor Human Resource Management Programs” that assigns responsibility and provides guidance for developing, monitoring, and evaluating contractor education, training and development programs and activities.

Additionally, performance objective and measurement models used to enhance oversight of business management activities, under the Business Management Oversight Pilot (BMOP) Project, will be revised to address contractor training management. The performance objective and measurement models for the contractor community are communicated by memorandum from the Director of the Office of Management and Administration. The performance objective and

measurement models constitute the Human Resources policy and performance expectations for laboratories, non-laboratory contractors, and Field Offices.

The Models are used to set specific performance measures and expectations at the local level. The Office of Training and Human Resource Development will work closely with the Office of Contractor and Resource Management to provide business management oversight as local performance measures are established.

## **BUSINESS RISKS**

A goal of the DOE Corporate Approach to Training is to coordinate training program management and to centralize the development of Federal and contractor training programs that have cross-cutting applicability.

Potential business risks of implementing a centralized training approach are threefold:

- Training money/funding is more visible and, therefore may be more vulnerable to cuts or redirection
- Resistance to the corporate approach in favor of parochial interests may occur



- Large front-end investment is anticipated and may be difficult to attain in some cases.

## **EVALUATION**

The performance objectives, measures, and expectations developed for the Plan will permit the Department to evaluate how effectively Plan initiatives are being implemented and institutionalized.

The Management Council, in conjunction with the Office of Training and Human Resources Development, will conduct periodic evaluations of plan effectiveness.

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## Products and Services

A major part of DOE's mission is *"to support continued United States leadership in science and technology."* One way the Department maintains its status as a major partner in world class science and technology is through its programs which disseminate educational information. The Department's corporate education, training, and development mission is to ensure that quality education, training, and development programs are designed to meet the skill mix requirements necessary to develop and maintain a talented, diverse, and high-quality workforce that is recognized for business excellence, for nurturing creativity, for its trustworthiness, and for delivering results. Effective administration of the Plan and alignment with its overall mission will enhance Federal and contractor work force readiness and will achieve the safety, environmental, national security, and scientific goals set forth by the Secretary.

### **CORPORATE PRODUCTS AND SERVICES**

This Section specifies the major products and services that will be produced under the Plan to improve

corporate training programs at the Department of Energy. However, it is important to remember that each training organization is responsible for the day-to-day operations of the learning activities at its location.

The performance objectives outlined in this section represent the high-level objectives that the Management Council has determined should be the focus of DOE's corporate education, training, and development efforts through 2002. Each objective has a number of performance measures and performance expectations to be achieved. To reach these expectations, the Federal and contractor training community will need to accomplish a series of tasks or performance actions in producing the product and service commitments in the Plan. A Business Reason is identified for each performance objective to explain why the Management Council believes the particular performance expectation is important to the Department's education, training, and development program.

An Action Plan for the products and services will be developed. The Action Plan will identify task

managers, major steps, milestones and estimated costs to complete the task.

The Action Plan will also monitor the progress and outcomes of the Performance Objectives as outlined in the Business Plan.

**Training Plans /Individual Development Plans / Needs Assessments**

**Business Reason**

Training plans will provide a systematic approach to improving organizational and workforce performance. Line managers and supervisors need to determine the training needs of employees under their supervision, and to develop Individual Development Plans that address organizational and employee training needs. The Secretary, in his March 4, 1999 memorandum, "Effectively Managing Training Resources" directed that these actions take place as required by DOE Training Order 360.1, and as recommended by the GAO.

These plans will also establish a corporate baseline indicating the number of organizations that have an effective organizational and individual development program.

**Performance Measure 1-1**

In order to support mission accomplishment and performance improvement as well as provide developmental opportunities for employees, DOE elements will have Training Plans, an Individual Development Plan program, and will complete periodic needs assessments to identify critical training and development needs.

**Performance Expectation 1-1**

- Revise DOE Order 360.1 and associated guidance to clarify the importance of IDPs and supervisor requirements in establishing and maintaining individual development plans by 09/30/99.
- Revise internal DOE training regulations to more clearly define the essential elements of a training plan and how training plans, needs assessments, and employee IDPs need to be better integrated to make effective use of training in support of mission improvement by 09/30/99.
- Finalize guidance on how to integrate training plans, IDPs, and training needs assessments and issue guidance by 12/31/99.
- Revise current training plan guidance to provide more options for smaller organizations and better define training plan requirements by 01/31/00.
- Update job analysis and individual training needs assessments for critical nuclear safety and technical operations positions by 12/31/00.

**Product/Service**

- Revised DOE Order 360.1 and Associated Guidance
- Revised Internal DOE Training Regulations on Elements of a Training Plan and How to integrate Training Plans, Needs Assessments and IDPs
- Guidance in Integrating Training Plans, IDPs, and Training Needs Assessments
- Revised Training Plan Guidance for Smaller Organizations
- Consulting services by MA to organizations developing training plans

**Performance Objective 1**

**Improve and Maintain Workforce Competence**

**Performance  
Objective 1**

Improve and  
Maintain  
Workforce  
Competence

**Federal Technical Capability Program Support and Development**

**Business Reason**

Several commitments under the revised Implementation Plan are training-related and will involve training managers at defense nuclear facilities. These responsibilities center on qualifying applicable employees under the Technical Qualification Program and the standard for the Senior Technical Safety Manager (STSM).

**Performance Measure 1-2**

Percentage of complete Commitments in the Implementation Plan 93-3 and Action items established by the Federal Technical Capability Panel (FTCP) in accordance with the directions of the FTCP chair to improve DOE Technical Capability in Defense Nuclear Facilities Programs.

**Performance Expectation 1-2**

All of the initial commitments of the 93-3 Implementation Plan will be completed by 9/30/99.

**Product/Service**

- Updated Handbook entitled "Recruiting, Hiring, and Retaining High Quality Technical Staff; A Manager's Guide to Administrative Flexibilities
- Conducted Workshops to increase awareness of administrative flexibilities to line management
- Revised Technical Qualifications Program
- Revised Technical Leadership Development Program
- Prepare Semi-annual Reports for the Defense Nuclear Facilities Safety Board

**Management and Supervisory Training**

**Business Reason**

The need to re-establish a requirement for training for new managers, supervisors, and team leaders has been validated by the following organizations: (1) Office of Personnel Management during a recent review of the Department of Energy human resource programs and through DOE employee survey, (2) the General Accounting Office during recent audits, (3) the Department of Energy Human Resources Forum, (4) the Training and Development Management Council, (5) the Department of Energy Human Resources Management Accountability Program assessment results.

**Performance Measure 1-3**

A completed management, supervisory, and team leader training framework document. Identification and definition of minimum training for new supervisors, managers, and team leaders will be identified, e.g. equal employment opportunity and diversity awareness.

**Performance Expectation 1-3**

The framework document will be completed by 9/30/99. Identification and definition of recommended training for new supervisors, managers, and team leaders will be identified by 1/31/00.

**Product/Service**

- Framework for conducting Department-wide management, supervisory and team leader training.
- Identification and definition of minimum training for new supervisors, managers, and team leaders.

**Performance  
Objective 1**

**Improve and  
Maintain  
Workforce  
Competence**

**Performance  
Objective 2**

Provide  
Training,  
Education and  
Career  
Development  
Services in a  
Cost-Effective  
Manner

**Average Training Cost Per Employee**

**Business Reason**

Past reports from the General Accounting Office (GAO) have indicated that DOE's Federal and contractor average training cost per employee is not in alignment with federal and private industry counterparts. The Management Council agrees that this issue needs to be studied. The cost information gathered by GAO will be reviewed to determine a consistent method to calculate the current average cost. Average costs of other agencies and private companies, similar in mission, size and scope, will be reviewed. A comparative analysis will be conducted and, if necessary, recommendations will be made to bring DOE costs in line with the other benchmarked agencies and companies.

**Performance Measure 2-1**

DOE's average training cost per employee is in alignment with similar federal agencies and the private sector. Contractor training cost will be benchmarked against industry standards.

**Performance Expectation 2-1**

DOE's average training cost per employee will be in alignment with similar federal agencies and the private sector by 12/31/99. Contractor training cost will be benchmarked against industry standards by 12/00.

**Product/Service**

- Comparative Analysis Of DOE Average Training Costs (*ASTD Report*)
- DOE Training Cost Data Elements Model



**Duplicate Training Courses**

**Business Reason**

The decentralized nature of DOE's training operations has led to the development of duplicate training courses. A system to prevent duplicate development of Federal or contractor training courses is needed. An integral part of this system will be Training Centers of Excellence that will reduce duplicative design, development and delivery of training in specific topical areas. Another element of the system will be to use a comprehensive database to store developed training to be referenced by the field before any new development of training is started.

**Performance Measure 2-2**

A process is in place to minimize duplicate training development efforts. The Training and Development Resource Exchange (TRADE) will identify participating contractor organizations and will foster the use of this process to minimize duplicate contractor training development efforts.

**Performance Expectation 2-2**

A process is in place to minimize Federal and contractor duplicate training development efforts by 12/31/99.

**Product/Service**

- Guidance on following process to minimize duplicate training development efforts.

**Performance  
Objective 2**

**Provide  
Training,  
Education and  
Career  
Development  
Services in a  
Cost-Effective  
Manner**

**Performance  
Objective 2**

Provide  
Training,  
Education and  
Career  
Development  
Services in a  
Cost-Effective  
Manner

**Training Centers of Excellence**

**Business Reason**

The Training Centers of Excellence Program was successfully launched in December 1997 with the designation of two Training Centers of Excellence. Expansion of the program calls for the formation of a panel of training and subject matter experts to manage the application and review process, the recommendation of topical areas for COE designation, the development of general operating principles, and the evaluation of operating COEs.

**Performance Measure 2-3**

Develop a policy regarding the purpose, use, support for and services provided by Training Centers of Excellence. Establish six Training Centers of Excellence to foster sharing of Federal and contractor training resources, reduction in development of duplicate training, and provision of quality training in a specific topical/functional area, e.g., project management.

**Performance Expectation 2-3**

Develop a policy regarding the purpose, use, support for and services provided by Training Centers of Excellence by 09/30/99. Six Training Centers of Excellence will be established by 12/31/00.

**Product/Service**

- Training Centers Of Excellence Review Panel Established
- Training Center of Excellence Operating Policy, Philosophy, Principles and Practices Established
- Revamp Project Management Training Curriculum Along the Lines of a Center of Excellence Concept
- Six Training Centers of Excellence Designated

**On-The-Job (OJT) Training Guides**

**Business Reason**

OJT Guides are considered a cost-effective method of providing training for many tasks performed across DOE. The number of Federal and contractor OJT Guides and the topics they cover is unknown.

**Performance Measure 2-4**

Federal and contractor OJT guides are cataloged and made available to all Program Elements and Field Offices. A data call will be conducted and the Training and Data Resource Exchange will support identification of contractor OJT guides.

**Performance Expectation 2-4**

A data call will be conducted and the Training and Data Resource Exchange will support identification of contractor OJT guides. Federal and contractor OJT guides are cataloged and made available to all Program Elements and Field Offices by 06/30/00.

**Product/Service**

- Catalog Of Federal and contractor On-The-Job Training (OJT) Guides

**Performance  
Objective 2**

Provide  
Training,  
Education and  
Career  
Development  
Services in a  
Cost-Effective  
Manner

**Performance  
Objective 3**

Establish a  
Corporate  
Training  
Management  
System

**CHRIS Training Administration**

**Business Reason**

This is a critical corporate training initiative and focuses on establishing one corporate training data base for the Department to promote the corporate approach in tracking training data and improved business processes. A CHRIS Training Administration project plan has been developed. The next step is to develop an implementation plan with milestones and deliverables. The project will continue to receive a high-level of attention from the Management Council.

**Performance Measure 3-1**

Complete an implementation plan, pilot CHRIS Training Administration and implement complex-wide.

**Performance Expectation 3-1**

Complete an implementation plan, pilot CHRIS Training Administration and implement complex-wide in FY 2000. Contractors will produce training data compatible with the corporate CHRIS database by 12/00.

**Product/Service**

- Finalize the Implementation Plan for the Corporate Human Resources Information System Training Administration, Operate at a Pilot Site, Bring DOE Elements Online
- A Centralized Course Registry will be Implemented in FY 2000.

**Training Partnerships/Regional Training Councils**

**Business Reason**

Training partnerships within DOE and with other parties such as contractors, Federal agencies, State and local governments, academia, and non-profit organizations can be mutually beneficial and cost-effective. There is anecdotal evidence of effective partnerships across DOE. Information on existing partnerships will be gathered and cost savings/cost avoidance information compiled and shared with DOE training offices and appropriate congressional offices. Personnel from several DOE training offices participate on regional training councils with other federal agencies. The councils are a cost-effective means of sharing cross-cutting training with other federal agencies. Information on existing councils will be gathered and cost savings/cost avoidance information compiled and shared with other DOE training offices. A guidance document on training partnerships and training council formation that includes lessons learned and calculations on cost savings/cost avoidance as a result of regional councils will be developed and distributed to interested parties.

**Performance Measure 4-1**

Amount of cost savings (or cost avoidance) attributed to training partnerships/training councils.

**Performance Expectation 4-1**

Cost savings (or cost avoidance) baseline will be established by 12/31/99.

Cost savings (or cost avoidance) due to training partnerships and/or participation in training councils will increase by the end of FY00.

**Product/Service**

- Guidance Document on Forming Training Partnerships and Training Councils that includes Lessons Learned, and ways to Calculate Cost Savings/Cost Avoidance as a Result of Partnerships and Council Membership

**Performance Objective 4**

Partner with Other Federal Agencies, DOE Contractors, State and Local Governments, Academia, and Non-profit Organizations to Share Resources and Provide Cross-cutting Training in a Cost-effective Manner

**Performance  
Objective 5**

Optimize the  
Use of  
Technology-  
Supported  
Learning

**Technology-Supported Learning Program**

**Business Reason**

The Department is in the process of implementing a technology-supported learning (TSL) program. To date, a business case and project plan have been developed. The next step is to develop the implementation plan. The vision of this program is to meet learning needs of the Department employees through a mix of traditional instructional methods and the use of compatible technology-supported learning tools (interactive-television, computer-based training, and Internet, WEB-based training). Department-wide implementation of TSL systems will require capital investment in equipment and facilities. This will be coordinated with the CFO and the CIO.

**Performance Measure 5-1**

Both Technology-Supported Learning Implementation Plan and TSL Pilot Project completed.

**Performance Expectation 5-1**

TSL Implementation Plan will be developed and produced by 09/30/99.

Pilot projects demonstrating TSL-based training course will be completed by 12/31/99.

**Product/Service**

- Implementation Plan For Technology-Supported Learning (TSL)
- Pilot projects demonstrating TSL-based training course

**DOE Corporate Handbook of Training Standards,  
Criteria, and Metrics**

**Business Reason**

The General Accounting Office Report, GAO/RCED-99-56, recommended that the Department of Energy undertake the standardization of the development and delivery of training that has general application across DOE. In response to this recommendation, the Department is working to increase the "standardization" of common training across DOE to the degree that the training meets site and facility requirements and is an economical investment. A process to revise, establish, and apply relevant corporate training standards, criteria, and metrics for use throughout the DOE complex, Federal and contractor, will be undertaken by the Training and Development Coordinating Group.

**Performance Measure 6-1**

DOE Corporate Handbook on Training Standards, Criteria, and Metrics will be developed, approved and promulgated.

**Performance Expectation 6-1**

The Training and Development Coordinating Group (TDCG) will meet, as needed, to review, revise, adopt, and apply relevant and established corporate training standards, criteria and metrics. A DOE Corporate Handbook of Training Standards, Criteria, and Metrics will be developed and promulgated by 06/30/00.

**Product/Service**

- DOE Corporate Handbook on Training Standards, Criteria, and Metrics

**Performance  
Objective 6**

Adopt and Apply  
Relevant and  
Established  
Corporate  
Training  
Standards,  
Criteria, and  
Metrics for  
Consistent  
Development,  
Delivery, and  
Evaluation of  
Training

**Performance  
Objective 7**

Implement and  
Evaluate the  
Corporate  
Education,  
Training, and  
Development  
Program

**Implementation and Evaluation of the Corporate Education,  
Training, and Development Business Plan**

**Business Reason:**

The Corporate Education, Training, and Development Business Plan and the corporate approach to training play a critical role in developing and maintaining the Department's Federal and contractor workforce.

The effectiveness of this program will impact on the ability of the Department to attract, recruit, train, and develop a talented and diverse workforce in the future. To accomplish the business plan performance objectives, it is essential to know that the necessary resources are available. Evaluation efforts will assure that the Business Plan and the corporate approach to training is yielding the desired results.

**Performance Measure 7-1:**

Availability of necessary resources to meet the performance objectives of the Corporate Education, Training, and Development Business Plan. Plan evaluated for effectiveness.

**Performance Expectation 7-1:**

Resource issues and options will be developed and addressed by the Training and Development Management Council. The Training and Development Management Council will evaluate the overall effectiveness of the Corporate Education, Training, and Development Business Plan by 12/31/01.

**Product/Service:**

- Resources to carry out the Corporate Education, Training, and Development Business Plan.
- Data to effectively measure and evaluate the overall success and effectiveness of the Corporate Education, Training, and Development Program will be obtained through:
  - Department of Energy budgets for education, training, and development activities that are based upon mission needs, critical skill needs, and new skill requirements
  - Departmental element training program management reviews through the Human Resources Management and Accountability Program
  - Reviews of Department-wide training cost data
  - Review and assessment in support of four distinct perspectives - mission needs, succession planning, technical competence, and ability to attract and retain a talented, versatile, and diverse workforce.
- Report overall effectiveness of the Plan to the Deputy Secretary and to the Secretary as necessary.



**Contractor Training Performance Objectives and Measures**

**Business Reason**

The GAO recommendations report, GAO/RCED-99-56, includes the need to improve the oversight of contractor employee training performance. Performance measures related to contractor training performance are not included in many contracts and are inconsistent across the complex. Consistent guidelines and model performance measures will increase the Department's ability to properly evaluate contractor training activities. Best practices will be recommended throughout the Department. The general performance objectives will be used by contracting officers and contracting officers' representatives to negotiate specific performance measures for individual contracts. General guidance for monitoring contractor training performance and use of performance measures will be institutionalized by revising the requirements of DOE Order 350.1 "Contractor Human Resource Management Programs."

**Performance Measure 8-1**

Revised training performance objectives appropriate for inclusion in contracts, authorization agreements, or other controlling documents and institutionalized processes for establishing contractor training performance objectives.

The revision to DOE O 350.1 contains an appendix that provides example performance measures related to contractor training. The revision to DOE O 350.1 also contains a Contractor Requirements Document that specifies contractor training requirements that are consistent with the corporate approach to training and objective of the Business Plan.

**Performance Expectation 8-1**

Best practices for existing performance measures related to contractor employee training will be benchmarked and model performance measures will be devised by 9/30/99. Revised DOE Order will be submitted to the directives system by 9/30/99.

**Product/Service**

- Model training performance objectives and revised directives.

**Performance  
Objective 8**

**Implement Steps  
to Improve  
Contractor  
Employee  
Training  
Performance**

**Performance  
Objective 8**

**Implement Steps  
to Improve  
Contractor  
Employee  
Training  
Performance**

**Cost Avoidance through Sharing of Training Resources Among the Contractors**

**Business Reason**

The General Accounting Office has recommended that Department of Energy contractors reduce training costs. DOE contractors must meet all training requirements applicable to their workforces and deliver training in a cost-effective manner that also improves job performance and protects the workforce, national security, and the environment. Contractor training organizations should have access to existing training programs of high quality that can be adapted to their site's needs, thereby reducing the costs of training development. The Training Resources and Data Exchange (TRADE) network is a widely known organization through which DOE and DOE contractor personnel are encouraged to partner and share training information and resources. The TRADE Executive Committee, comprised of DOE and contractor training managers, will take a proactive role to: (1) guide the TRADE network to address critical complexwide training issues; (2) foster an environment of partnering, sharing, and collaboration among DOE and contractor training organizations; (3) focus its membership on continuing improvements in contractor training, more effective and efficient use of scarce training resources; and (4) seek new opportunities for improving training with their colleagues across DOE.

**Performance Measure 8-2**

TRADE will: (1) address improved cost management of contractor training; (2) pursue with DOE the development of contractor training performance measures; (3) address innovative training technologies that will further reduce the cost of training; (4) seek opportunities for sharing and partnering among DOE contractor organizations to address effective use of training resources, and (5) increase contractor cost avoidance through sharing of training programs and materials.

**Performance Expectation 8-2**

A TRADE Fall workshop will be held with DOE and contractor training manager membership specifically to address critical, complexwide training issues. The TRADE will: (1) address improved cost management of contractor training; (2) pursue with DOE the development of contractor training performance measures; (3) address innovative training technologies that will further reduce the cost of training; (4) seek opportunities for sharing and partnering among DOE contractor organizations to address effective use of training resources, and (5) will provide a report with recommendations to the Management Council by 12/31/99.

Using the TRADE homepage, the Fall TRADE workshop, and other communication tools, TRADE will begin an outreach effort to enlighten its membership of 5,000 about the benefits of sharing training programs, materials, and lessons learned. The Executive Committee will establish new mechanisms (such as on-line reporting forms) to promote communication and reporting between contractor trainers and training managers of needs for resources, resources that can be shared among colleagues, and experiences/lessons learned in effectively managing scarce training dollars and resources by 12/31/99.

**Product/Service**

- Fall TRADE workshop to include DOE and contractor training managers to address critical Departmental training issues
- On-line form will be created for TRADE homepage to be used by contractors to report shared partnering experiences, material adaptations, and cost reductions.
- A compendium of cost-savings, cost avoidance, partnering and sharing opportunities, and lessons learned experiences that address effective and efficient use of scarce training resources will be provided by DOE and contractor training managers. This compendium will be placed on the TRADE homepage.

# Marketing and

**D**OE is firmly committed to a corporate approach to training through development and delivery of corporate training products and services. However, these corporate products and services must be timely developed, professionally implemented and fully utilized if the Department is to significantly improve its training programs. This will only be successfully accomplished if the DOE training community and its customers – DOE managers, employees and contractors – are aware and supportive of these products and services and understand the benefits of using them. The Plan's marketing/communications strategy provides a basic approach and action plan that will address the following:

- Who needs to be informed? – The target audience
- What will they need to know? – The message
- How will they be informed? – The media or method
- Who will be responsible for implementing this Plan? – The Marketing Group
- When will they be informed? – The schedule

- What will the future hold? – The Marketing Forecast

## **Who is the Target Audience for the Corporate Training Products and Services?**

### **Top-Level Management**

including Program Secretarial Officers, Field Office Managers, the Chief Financial Officer, the Office of Procurement and Assistance Management, and other senior management who stand to benefit from increased quality, consistency, and cost-effectiveness of their education, training, and development programs.

### **Line Managers and Supervisors**

who will benefit from having information on corporate education, training, and development products and services when assessing employee education, training, and development needs and requirements.

**Training Office Managers and Support Staff** in the DOE training community who have responsibility for assuring that DOE's training products and services are of the highest quality and are consistent, effective, and cost-efficient across the DOE complex.

### **DOE Employees, Employee**

**Unions, and Contractors** who will benefit from improved quality, accessibility, reciprocity, and cost-effectiveness of training which improves job performance, meets Technical Qualifications Program (TQP) requirements, enhances career and professional development, and responds to a changing mission.

**Key DOE Stakeholders** with varied concerns:

- Other Councils, Federal Technical Capability Panel, and Research and Development Technical Capability Panel
- Members of Congress who continue to focus on the Department's training cost
- Defense Nuclear Facilities Safety Board whose focus on Federal workforce technical competence and qualifications is a key driver affecting training goals
- Taxpayers who ultimately pay for the education, training, and development activities.

### **What Will the Target Audience Need to Know? – The Message**

There are two fundamental actions to take in developing the marketing message for DOE's

corporate training products and services:

- Define Product Advantages
- Capture Customer Mindset

The overall marketing message will be based on the completion of these actions.

### **DEFINING PRODUCT ADVANTAGES**

The expected overall advantages of DOE's corporate training products and services include the ability to maximize the utilization of resources, to enhance standardization/consistency, to decrease redundancy, to better respond to congressional concerns, to improve employee performance, to elevate the training community's ability to meet goals, to promote just-in-time training and to increase cost efficiencies.

DOE's corporate training products and services are designed to meet the training performance objectives in this Plan. Federal and contractor training managers and supervisors who use these products and services will be able to:

- Ensure that employees have an approved individual training and/or development plan and that mandatory training requirements

are met on a timely basis

- Ensure that Program Elements and Field Offices have annual training plans
- Assist the Department in maintaining technical competence in the workforce through the Technical Qualification Program and the Senior Technical Safety Manager Program
- Provide managers and supervisors with training to help them effectively carry out their managerial and supervisory responsibilities
- Provide education, training, and development activities in a cost-effective manner through programs such as the Training Centers of Excellence, career development details and rotational assignments, and a clearinghouse for the development of new training courses
- Encourage training partnerships and active participation in federal regional training councils
- Increase the use of technology-supported learning
- Identify corporate training standards, criteria and metrics for improved development, delivery,

and evaluation of training

- Ensure continuous improvement of DOE's education, training, and development program.

## **CAPTURING CUSTOMER MINDSET**

Next, it is essential to capture the customer mindset. The corporate approach to training is in essence a supportive and collaborative partnering relationship and its ultimate success hinges on this mindset. Absent a corporate approach, competing priorities within the various organizations will tend to take precedence over crosscutting Departmental needs. If the marketing message can touch this collective corporate "nerve," it can go a long way toward helping DOE meet its training goals.

## **How Do We Market/Communicate DOE's Corporate Training Products and Services?**

The message will be delivered through various distribution channels:

- By the Management Council Chairperson and the Management Council members to Congressional staff, DNFSB representatives and other external oversight groups

- By the Director of Training and Human Resource Development, corporate training products and services team leaders, and Training Center of Excellence directors to the DOE training managers, Training and Development Coordinating Group members, the Federal Technical Capability Panel, the Research and Development Technical Capability Panel, the Energy Facility Contractors Group (EFCOG), and the Training, Resource and Data Exchange (TRADE) organization
- By the Heads of Program Elements and Field Offices to their line managers and supervisors
- By local training managers and training staff to line managers and supervisors.

The message will be delivered through multiple media and communications methods:

- The Management Council will provide copies of the Plan to senior managers
- The Management Council will provide copies of the Plan to training managers at both DOE offices and to the DOE contractor community through the Energy Facility Contractors Group

(EFCOG) and the TRADE organization

- The Director of Training and Human Resource Development will hold Coordinating Group meetings, Technical Personnel Coordination Committee teleconferences, monthly training community calls, and training coordinators meetings
- Under the direction of the Director of Training and Human Resource Development, Performance Action Managers will hold forums throughout the DOE training community. The forums, such as workshops and focus groups, will deal with corporate training products and services
- The Clearinghouse for Training, Education, and Development homepage on the Internet (<http://cted.inel.gov/cted>) will make the Plan available electronically
- Training advertising/communication methods such as LAN/DOECAST; TRADE Bulletins, etc. will also disseminate the Plan.

### **Who is Responsible for Overseeing the Implementation of the Marketing/**

## **Communications Strategy?**

A marketing and communications work group will be established, under the direction of a Management Council member, to lead the development and implementation of a marketing/communications plan. The Group will be responsible for:

- Developing an action plan and identifying the required resources for implementing the Marketing Plan
- Assigning specific responsibilities for implementing the Marketing Plan
- Establishing short-term evaluation points to assess any necessary adjustments to the Marketing Plan and to capitalize on new complementary initiatives in the pipeline
- Determining how to measure the success of the Marketing Plan.

## **When Will the Marketing/Communications Strategy be Implemented?**

Establishment of a Coordinating Group Marketing and Communications Team, to include both Federal and contractor employees, will occur after promulgation of the Plan.

Implementation of the marketing and communication strategy actions will occur throughout 1999 and 2000.

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# Financial Management

In the Federal government and with DOE's major contractors, the "financial" perspective differs from that of the traditional private sector.

Success for public organizations should be measured by how effectively and efficiently these organizations meet the needs of their constituencies. In government, and for DOE's major contractors, this approach emphasizes cost efficiency, thereby delivering maximum value to the customer for each dollar spent. Consequently, this section will focus on the following funding issues:

- Implementation of the Business Plan in a cost effective and efficient manner
- Delivery of maximum value to customers/stakeholders
- Evaluation/return on investment
- Determination of a funding/resources baseline for anticipation of the FY 2001 and future budgets rather than balance sheets

The Management Council believes that implementation of the Plan will result in a more unified approach to training employees, improved management of education, training, and developmental activities across the Department, and the delivery

of a more efficient and cost-effective training, education, and development program. Implementation of the Plan will also help address the issues presented in the General Accounting Office (GAO) reports. To attain these results, it is vital to relate education and training to organizational and workforce competence and performance and to consider the return on investment in the decision-making process. Through the implementation of the Plan, the Department expects to improve the utilization of financial resources in support of training through efforts that:

- Eliminate redundancy
- Assure that DOE Federal and contractor training related costs (e.g., travel and time in training) are aligned with programmatic needs and more consistent norms in other Federal agencies as well as private industry
- Utilize technology-supported learning
- Increase student/instructor ratios
- Share resources within the Department and with other agencies
- Consider outsourcing when appropriate

- Improve the cost-efficiency and quality of the training programs via Centers of Excellence and other centralized developmental and delivery mechanisms.

### **RESPONSIBILITIES FOR FUNDING THE BUSINESS PLAN**

The Management Council, acting on behalf of the Secretary of Energy, and working closely with the Chief Financial Officer organization, will address critical organization-wide financial management issues, especially the various sources of financing needed to fully implement this Plan. The Management Council recognizes that joining forces for collaborative work is essential, especially in the context of limited budgetary resources in the Department. Without the financial support of DOE organizations for this Plan, many of its objectives will not be achieved.

### **MAKING EFFECTIVE USE OF TRAINING RESOURCES**

Successful implementation of the corporate training products and services within this Plan over the next several years includes opportunities to achieve positive returns on investment by:

- Making better use of technical

capabilities and enhancing existing capabilities

- Marketing/Advertising existing resources (subject matter experts, facilitators, and programs)
- Establishing additional Training Centers of Excellence, e.g. Project Management
- Increasing partnerships with interagency (Federal, State, and local) councils, DOE contractors, and DOE unions
- Writing training contracts that incorporate a consistent framework for training performance
- Reaching greater numbers of customers through maximizing resources and technology
- Providing management with better information and support on the Department's training resources
- Using more in-house subject matter experts.

An Action Plan for the Plan's products and services will be developed. The Action Plan will monitor the progress and outcomes of the Performance Objectives as outlined in the Plan.

It is anticipated that the Plan and its associated tasks will be carried out within existing budgets

(Federal/Contractor staff) in FY-1999 and FY-2000. However, future budgets may not be sufficient to:

- Address the continuing emphasis placed on nuclear safety within the DOE nuclear facilities complex
- Maintain the Department's research and development capabilities
- Undertake new technology-supported learning initiatives as described in Executive Order 13111, "Using Technology to Improve Training Opportunities for Federal Employees."

Budget and resource requirements and associated funding strategies will be developed and addressed by the Management Council in collaboration with the Chief Financial Officer. A number of funding options to better manage the Department's training and development business will be considered, and the benefits and drawbacks of these funding options will be addressed.

The Department's training costs will continue to be validated through benchmarking activities within DOE, and through comparison with other Federal agencies and private industry. Future Department of Energy budgets for education, training, and

development activities will be based upon mission needs, critical skill needs, and new skill requirements.

## ANTICIPATED VALUE

The Plan and companion Action Plan with its associated performance objectives will reflect the "start-up" costs of implementing a sound business approach to address the education, training, and development needs of the Department's workforce. The Action Plan's Performance Action Sheets will provide for:

- A corporate education, training, and development infrastructure
- A Departmental training policy framework
- A corporate training management information system
- Critical skill needs assessment(s) and development plans that are linked to DOE program objectives and missions
- A plan to address lifelong learning through technology
- A means to track training costs in a consistent manner
- Identification of training cost-savings/cost avoidance
- Continuous improvement of the Department's education, training,

and development program.

The most important value to be derived from the Plan is its benefit to DOE personnel, Congress, and the taxpayer. Implementing the Plan will lead to improvements in:

- Assessing critical Federal and contractor workforce skills
- Providing high quality training design
- Developing and delivering training
- Determining realistic costs of providing for a technically-competent, talented and diverse workforce
- Improving overall organizational and job performance.

Investment in the Plan will provide significant improvements in the following critical areas:

- Project Management
  - Safety of the DOE workforce
  - Clean-up of DOE sites
  - Research and development activities of the Department
  - Maintenance of nuclear facilities and nuclear criticality safety.
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# Implementation and Evaluation of the Plan

The Management Council will address the implementation and evaluation of the Corporate Education, Training, and Development Business Program through overseeing the development of a companion document to the Business Plan, an Action Plan. The Management Council will also address the next steps and the path forward for the Department of Energy corporate approach to training in the Action Plan.

## IMPLEMENTATION

The implementation of the Corporate Education, Training and Development Business Plan will be carried out through an Action Plan that will address significant training and development issues facing the Department of Energy. This Action Plan will also provide a mechanism to develop specific tasks, performance actions, and milestones which track the progress of the training and development performance objectives.

Task Champions and Task Managers will carry out actions to meet specific training and development performance objectives. To assure successful completion and achievement of these objectives, the Office of Management and Administration will provide support to Task Champions

and Task Managers as needed.

The Training and Development Management Council will provide oversight, guidance, and the resources necessary to meet agreed upon Department-wide training and development performance objectives as defined in the Business Plan and its companion document, the Action Plan.

## EVALUATION

The Training and Development Management Council will evaluate the overall effectiveness of the Business Plan. The Department will also assess its education, training, and development activities through the Departmental Human Resources Management Accountability Program (HRMAP). HRMAP is an annual assessment of policies, programs, and procedures used in managing the effectiveness of the Human Resources program through input from line managers and human resources practitioners. Contractor performance will be assessed through negotiated contractual performance agreements and the Business Management Oversight Program (BMOP).

The Management Council has ultimate responsibility for implementing and evaluating the overall progress and effectiveness of the

Plan and reporting the results of the evaluation to the Deputy Secretary or the Secretary as necessary. The Plan will be reviewed periodically by the Management Council to assess the initiatives undertaken corporately. The first such evaluation will be completed by 12/31/01. Results will be reported to the Deputy Secretary. Also included in this report will be any recommendations determined by the Council to be of critical importance to improvement of DOE corporate training programs.

Attention will also be focused on individual Program Elements in support of performance improvement, customer satisfaction, and continual increases in organizational competence and readiness. This will help ensure alignment between both organizational and cross-departmental initiatives and will identify the future needs and direction of Management Council activities.

The Management Council and the Coordinating Group will benchmark activities with regard to training costs to enhance alignment with other Federal agencies and private industry. They will also incorporate performance measures that will address the DOE HRMAP and BMOP requirements for Federal and contractor organizations.

In summary, the Corporate Education, Training, and Development Business Plan will employ a number of assessment methods and instruments to assure performance improvement, customer satisfaction, and advancement in organizational learning.

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## ENDORSEMENT AND ACKNOWLEDGMENT

The Training and Development Management Council, as directed by the Secretary of Energy in his memorandum of March 4, 1999, has completed the Department of Energy Corporate Education, Training and Development Business Plan. All Departmental members of the Training and Development Management Council as well as our Unions, employee groups, and stakeholders have had the opportunity to review the Plan and to provide comments.

This Plan will provide the mechanism for the Department to assure effective use of training resources, to establish more uniform and cost-effective ways of developing and conducting training programs, and to foster Training Centers of Excellence that will eliminate duplicative training and improve instructional quality. In addition, the Plan will emphasize and promote our efforts in support of the President's Executive Order on using technology to improve training of the Department of Energy workforce.

Many individuals have played a significant role in the development of the Department of Energy Corporate Education, Training and Development Business Plan and the Training and Development Management Council acknowledges and thanks all those listed below for their support in preparing our employees for the 21<sup>st</sup> Century:

***Department of Energy Training and Development Business Plan Team***

***Department of Energy Training and Development Coordinating Group***

***Department of Energy Federal Trainer's Special Interest Group***

***Department of Energy Management & Operating Contractors***

***Department of Energy Unions***

***Department of Energy Employee Groups***

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Chairman, Training and Development Management Council